

Meaning:- It is the process of finding the right person for a right job.

It is nothing but providing human resources for various positions of the organizations.

### Recruitment:-

It is the process of searching prospective employees and attracting them towards the organization to submit the applications for various jobs in the organization.

Before recruitment, organization has to do following analysis.

1) Work Load Analysis 2) Work force Analysis.

Work load analysis tells about how many individuals are required to do the organization work.

Work force analysis gives information about current status (number) of employees. So organization get the any shortage, overload etc based on that organization can start recruitment.

## Sources of Recruitment :-

1) Internal Source      2) External Source

1) Internal Source :- These sources are classified as

1) Transfer      2) Promotion.

① Transfer:- This is the horizontal movement of position from one department to other department or branch. No change in authority and payment.

② Promotion:- This is the vertical movement from low level position to top level position with change in the authority, responsibility and payment.

## Advantages:-

- 1) Improve performance :-
  - 2) Economic Sources :-
  - 3) Benefits of Shifting :-
  - 4) Tool of training :-
  - 5) Simplify Selection :-
- ## Disadvantages:-
- 1) Reduction of fresh talent :-
  - 2) Unsuitable for new organization :-
  - 3) Employees become lethargic :-
  - 4) Reduced competition :-
  - 5) Reduced productivity :-

2) External Source:-

External Source classified as

follows.

1) Direct Employee Recruitment

2) Casual callers :-

3) Advertisement

4) Employment exchange :-

5) Placement agencies & Consultancy:-

6) Campus recruitment

7) Recommendation of employees

8) Web publishing

9) Labour Contractors

10) Advertising on television

~~fresh~~

## Advantages :-

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- 1) Fresh talent to the organization
- 2) Competitive Spirit
- 3) Wider choice
- 4) Qualified personnel

## Disadvantages :-

- 1) dissatisfaction among exist employee
- 2) Lengthy process
- 3) Costly process
- 4) Complicated Selection process.

## Selection :-

Selection can be defined as selecting best candidate among pool of candidates so that right person can be appointed on right job.

## Selection process :-

- 1) Preliminary Screening
- 2) Interview Test
- 3) Employer Test
- 4) Background & reference Check
- 5) Selection decision
- 6) Medical test
- 7) Job offer      8) contract of employment.

#### 1) Preliminary Screening :-

This is the first process where maximum candidates are will get rejected based on the cut-off, qualification and experience.

#### 2) Interview Test :-

Various interview tests are conducted to filter out candidate.

i) Intelligent Test: IQ will be checked.

ii) Aptitude Test: Capacity to learn new things.

iii) Trade : Skill acquired for current job.

iv) Personality: Emotional & sentimental will be checked.

3) Employer Test :- This is face to face interaction where employer will be curious to know why particular candidate want to join the company and why he is leaving the existing company if any.

4) Background & Reference Check :- To check the details provided in the resume or CV this particular test will be conducted.

5) Selection decision :- Based on the marks acquired in various test individual can be selected.

6) Medical Test :- After selecting the individual then he has to go through the medical check up whether he will suit for that nature of job.

7) Job Offer : Offer letter will be given to the candidate.

8) Employment Contracts :- If Candidate accept job letter then mutual agreement can be made. In that job title, probation period, salary, policy will be mentioned.

~~Ques.~~ Selection is a positive process or negative process?

From the point of organization Selection is a positive process because choosing a best from many.

From the point of public or society it is a negative process because many are getting rejected through various tests.

### Training, Education & Development:-

Training is a process where job related knowledge will be provided to the employees.

Job procedure, methods, policies to be explained.

#### Two types of training:-

i) ON the job      2) OFF the job

i) Apprenticeship training      ii) Vestibule training.

ii) Internship training

#### Education:-

Education is the increasing the understanding level of the employee.

Many private, government organization provides the facility for higher education & to the employees so that they will get the more knowledge related to the work hence better results can be expected.

### Development :-

Development is the result <sup>or outcome</sup> of the training and education.

### Acess . .

### Advantages & Disadvantages of training, education and development :-

#### Usefulness for employees :-

- 1) Helps in increasing the confidence while performing job.
- 2) Helps in increasing the performance level.
- 3) Helps in increasing the motivational level.
- 4) Helps in realising job stability.
- 5) Helps in personal growth of employees.

## Usefulness for organization:-

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- 1) Helps in increasing efficiency & effectiveness thus increases business profits.
- 2) Helps in better utilization of resources by implementing better working techniques.
- 3) Reduces the labour turn over.
- 4) Helps in building strong work force at various level who can handle growing stage of organization.

## Staffing Process :-

This process consist following steps

- 1) Planning of human resource requirement.
- 2) Recruitment.
- 3) Selection.
- 4) placement & orientation.
- 5) Training, education & development.

Directing is defined as telling people what to do and seeing that they do it the best of their ability.

Directing function consist of issuing orders, instruction to the subordinate & helping also guiding the subordinates to perform task assigned to them, motivating them by designing good work environment and providing rewards in line with their expectation and performance.

The directing function basically consist three Components 1) Motivation 2) Communication 3) Leadership.

The above all concept let us study one by one.

1) Motivation:- The word motivation is derived from "motive" which means need or ~~force~~ force or drive.

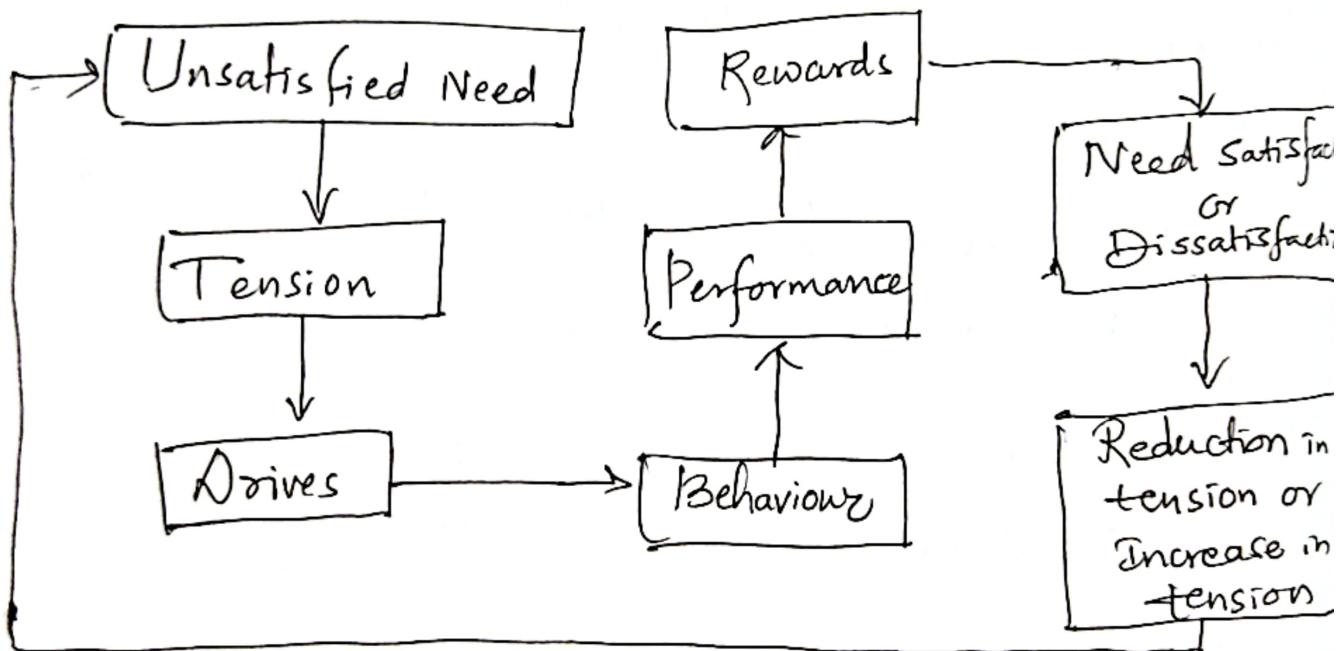
Motivation is the process of stimulating or inspiring people to action to accomplish desired goals.

Only highly motivated employees can achieve the goals of an organization.

## Motivation Process :-

- 1) Identifying the needs.
- 2) Designing the techniques for the needs.
- 3) Implementation.

~~Notes~~ Motivation process can be understand by following block diagram.



Fig① Motivation process.

### 1) Identifying the Need :-

Understanding the need of every individual in the organization is difficult. But this need is related to inside the man or organ state which directly link with human psychology hence based on this psychology some needs will be identified.

## 2) Designing the techniques for needs:-

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Once after understanding needs of individuals then suitable designing techniques to be formed, such as job confirmation, incentives, bonus, retirement scheme, promotion etc. Based on the level of individual suitable technique can be ~~applied~~ used.

## 3) Implementation:- Understand the need of employee or individual & accordingly implement the technique.

### Types of Motivation:-

Basically there are two types of motivation

- 1) Financial motivation or Monetary Motivation
- 2) Non financial or Non monetary

First type motivation includes financial benefits to the individuals those are in the form of Salary, bonus, profit-sharing, rewards etc.

Second type of motivation consist job security, promotions, recognitions, praise, felicitation etc.

Motivation itself a positive motivation but still it categories as a positive motivation and negative motivation.

Positive motivation includes both the type of motivations which we have discussed already.

Negative motivation which controls the negative behaviour of the individuals which includes punishment, reprimande, fear of loss of job. are some of the methods:

### Benefits from motivation :-

Affection

#### 1) Best utilization of resources

properly motivated individual uses all the resources wisely and make best use of it.

#### 2) Will to contribute :-

The performance of any individual not only depend on his ability it also depend on willingness to do. Hence motivation can become bridge between ability to do work and willingness to do work.

Performance = Ability  $\times$  Motivation

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### 3) Reduction in Labour problem :-

The motivation reduces the labour turnover, absenteeism, indiscipline, ~~given~~ grievances etc.

### 4) Sizable increase in production & productivity :-

It increases the production hence leads to the profit.

5) Basic of co-operation :- It brings the harmony, Zeal to produce more hence individual help one another to produce more.

## Motivation Theories

1) Maslow's Hierarchy of Need theory

2) Motivation & hygiene theory

3) Theory X and Theory Y

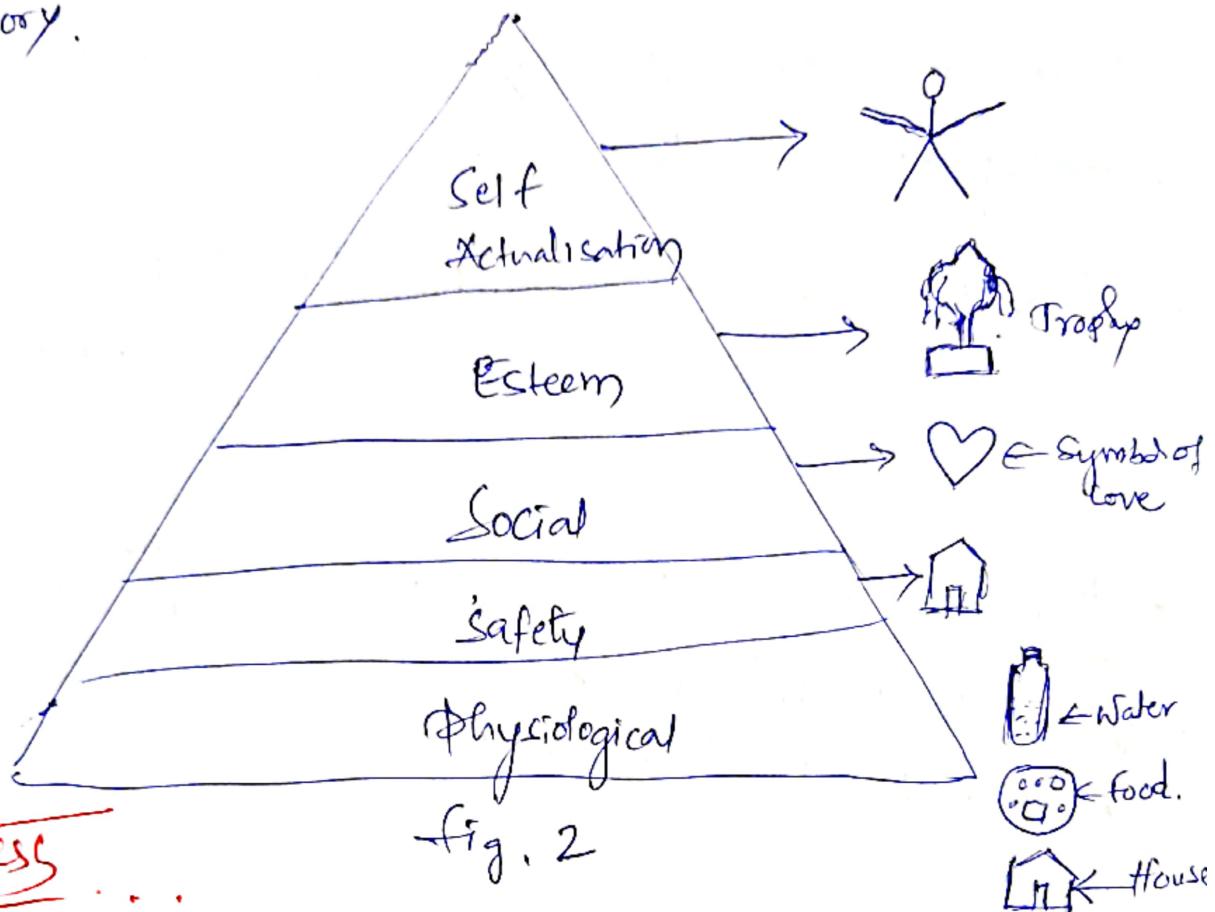
4) Cannon & stick theory.

### 1) Maslow's Hierarchy of Need Theory

This theory is introduced by

② Abraham maslows hence the name maslows hierarchy need theory. This theory is very popular and famous it is used in most of the organisations.

Based on the level of individual needs get changes - the below figure 2 shows the levels & need involved in the theory.



## ① Physiological Need:-

These are basic amenities of any human for his survival, which includes Food, Clothes, Shelter, Water, air etc. Unless and until these needs not met individual or human will not think of other higher level needs.

## ② Safety Needs:-

After meeting the basic needs, individual will think of job security, confirmal, physical and environment threat, pension, health issues etc. At this level individual will get

motivated based on this factor. A retirement policy, health insurance, confirmation can satisfy the individual.

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③ Social Need:- This is the higher level need, once after satisfying the lower level need, individual start missing of loved one, sweetheart, friends, good colleagues etc at this stage there all factor motivate the individual.

④ Esteem:- These needs are related to ego needs which are related to status, recognition, prestige, freedom, independence, etc. A Good job designation, Job nature can motivate the individual.

⑤ Self Actualization:- It is the highest level of achieving one's own dream or ambition. Very less people will move to this level.

Most of the people around 85% will get satisfy and Saturated at esteem level.

Now the managers has to understand the levels of his employee / subordinates and he has to motivate based on their needs hence in this way this theory helps the managers & indirectly to the organizations.

## ② Motivation & Hygiene Theory

Fredrick Herzberg has developed this theory. He has conducted a interview to the 200 Accountants & engineers. & summarised the answers in his theory.

He has distinguished two factors which are satisfy and dissatisfaction factors he called employees those factors he called motivation & hygiene factors.

Effects

Motivation

Hygiene Factors

- 1) Salary
- 2) Job Security
- 3) Policy & Rules
- 4) Relation with supervisor.
- 5) Status
- 6) Job Monitoring.

Motivation Factors

- 1) Recognition
- 2) Job itself
- 3) Challenging work
- 4) Appreciation
- 5) Responsibility
- 6) Growth opportunity

Hygiene factors are called as maintenance factors their absence make employees dissatisfaction

if its presence will not be motivated, but it is required to maintain them or to avoid dissatisfaction.

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Motivation factors are required to motivate the individual to give best. Absence of few factors may dissatisfaction the individual.

### ③ Theory X and Theory Y

Douglas McGregor has developed this theory X and theory Y.

The ~~the~~ This theory explains that a manager will be having assumption towards his employees ~~as~~ those are employees will not do work and need to control them and also other assumption says that employees will do the work without any input or control.

Assumptions can be divided in to two groups.

#### Theory X

- Classical approach
- Employees inherently dislike the work

#### Theory Y

- Modern approach
- Employees treat the work as a rest or play.

③ These are lazy people & need to monitor & control

4) Little ambitions

5) Motivate at lower needs

6) Try to avoid responsibilities & like to be get directed

3) Self Control & active.

4) High ambitions

5) Motivate at all levels of needs.

6) Love to take responsibility & challenges

#### ④ Carrot & Stick Theory :- ~~Objectives~~ ..

This is very old approach of getting things done through the people. The employee who does his work sincerely, prompt and achieve his objectives to be awarded with incentives, increment, bonus, reward etc as this is a Carrot in the theory.

The one who does not do his work accordingly & fail to achieve object has to be punished like ~~suspension~~, demotion, Pay cut, Cut in the facility etc. In this case it is a Stick.

## Communication

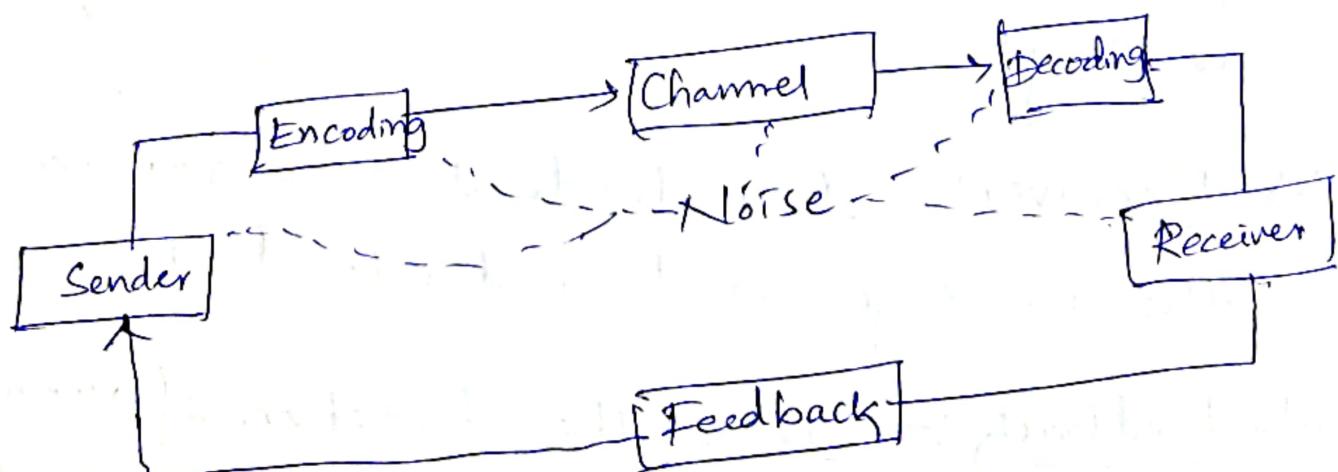
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It is the process of passing information from one individual to other individual or group of individuals & understand it in the same sense.

Information may be any idea, thought, facts, feeling etc one wish to share with other.

Basically this communication process involves following functions or elements. Sender, Encoding, channel, Decoding, Receiver, & feed back and noise.

Let us understand the process in detail.



- 1) Sender: - He is the initiator who wish to pass the information to the other.

## 2) Encoding:-

Sender has the content/information of message who express it in any verbal words, picture, written symbol etc is a encoding the message.

## 3) Channel:-

It is the media through which Sender want to communicate with the receiver. Channel may be air, telecommunication, Video Conferencing, Point media, etc.

## 4) Decoding:-

Understanding the message who has sent by a sender in terms of symbol, picture, words etc is called decoding the message.

## 5) Receiver:- A individual who receive the message and understand it.

## 6) Feedback:- It is the function of receiver to give feed back to the sender about the message what he received.

## Importance of communication : .

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- 1) The manager in the organization always busy with his work, most time he will spent in communication only hence they should be good communicator.
- 2) The decision will become effective only when manager communicate or convince his subordinates properly, hence it required good communication.
- 3) Communication eliminates any types of misunderstandings.
- 4) Communication (Good) brings harmony and morale in the work.
- 5) Communication provides coordination & cooperation between the individuals and departments.

## Behaviour of O

### Types of Communication:-

Communication is classified as follows.

#### 1) Formal & Informal Communication:-

Formal communication is officially accepted communication in the form of black & white. Ex: Circular, Notice, memo, email etc. This communication follows the hierarchy level.

~~2) Types..~~ Informal communication is not officially accepted communication, but still it exists in all organizations, and sometimes management uses this type of communication to understand opinion of employees.

Ex: Rumours, Gossips, etc.

#### 2) Verbal & Written Communication:-

Verbal or Oral communication is exchange of information as message through word by mouth or face to face interaction.

Video conferencing, Telephone interaction etc.

disadvantages

Advantage of this type is at a time Sender can communicate large receives or audience. A Drawback is there will be no proof hence responsibility can not be fixed.

Written Communication is black and white communication or print media Comm. which acts as a proof for every work which gives the accounting for responsibility.

Written communication is transmitted through written documents in the form of letters, Circular, memos, reports, manual etc.

### ③ Vertical & Horizontal Communication

This is based on hierarchy level, when message flow from top level to low level is called Vertical Communication.

When information shared between two department heads or engineers at same level is called Horizontal Communication.

## 4) Body language Communication:-

It is also called non verbal communication. Communication refers to messages sent through human actions and behaviours rather than words. We generally use body language in the form of facial expressions, body positions, gestures, eye contact, posture, silence, etc. to convey different messages.

## Barriers in Communication :-

~~of less~~

Barriers are broadly classified into following types

- 1) Barriers from Sender
- 2) Barriers from Receiver
- 3) Barriers due to Situation

### 1) Sender related Barriers:-

- 1) Lack of Clarity in goals
- 2) Lack of Communication Skill
- 3) Lack of interpersonal Sensitivity
- 4) Lack of Credibility
- 5) Fear

## 2) Receiver related Barriers :-

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- 1) Perceptional barriers
- 2) Lack of responsive feedback
- 3) Decoding barrier
- 4) Poor listening
- 5) Judging based on the personality of sender.

## 3) Situational Barriers :-

- 1) Information overload
- 2) Time pressure
- 3) Noise
- 4) Communication climate.

## Leadership

Leadership is defined as the ability to influence people towards accomplishment of goals. It is the ability of to influence behaviour of others and direct them towards achievement of group or organisational goals.

## Leadership Styles:-

Leadership Styles refers to behaviours exhibited by leaders in different situations. Leaders exhibit a behavioural pattern which is influenced by their philosophy, personality, value systems etc.

Leadership Styles follows

Leadership Styles falls in following Categories.

### 1) Autocratic Style:-

Features

Autocratic leaders make all the decisions on their own without consulting their followers. They simply order the followers & these orders are to be obeyed by followers. Discipline is enforced by using rewards & punishments.

#### Advantages:-

- 1) Quick decisions are made
- 2) Consistent decision are made

#### Disadvantages:-

- 1) Low motivation among Subordinates
- 2) One way communication may leads to misunderstanding

## 2) Democratic Style :-

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In this style leader will not completely dominate the group, allows followers to participate while decision making. Leaders take decision in consult with the followers. Allows two way communication.

### Advantages :-

- 1) It provides motivation to the employees.
- 2) Better productivity.

### Disadvantages :-

- 1) Decision making is slow
- 2) Maintaining absolute discipline is difficult.

## ③ Free Rein Style :-

Free rein leaders do not lead the group but leaves the followers with complete freedom. Subordinates can set their own plans & develop plans. The role of the leaders is only to give advice when it is sought.

This style of leadership may not be suitable in all the situations & it requires subordinates who are knowledgeable, well trained and highly self motivated.

Advantages:

- 1) Can bring high motivation among followers.
- 2) Brings innovation & creativity.

Disadvantages:-

- 1) Lack of control
- 2) May result in confusion & chaos.

Leadership Theories:-

Leadership theories Categorise  
in to following three types.

- 1) Trait Theory :-
- 2) Behavioural Theory
- 3) Contingency theory :-

Notes

① Trait Theory :-

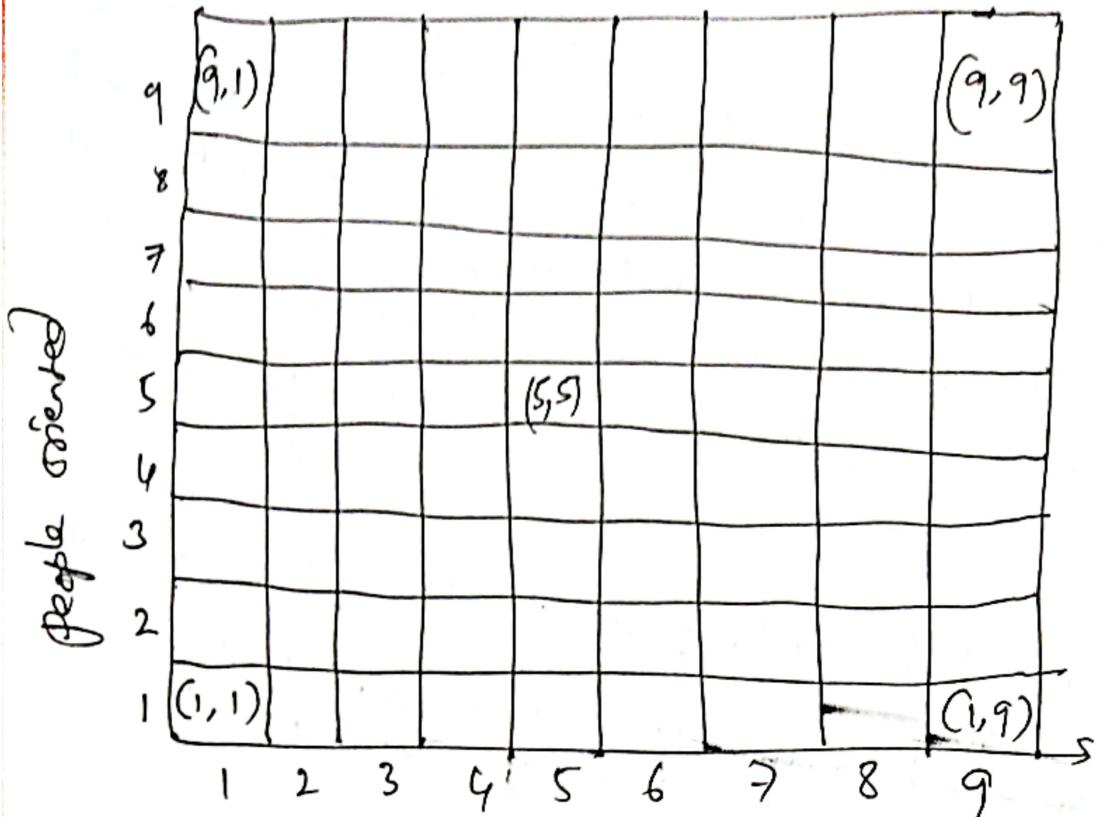
This theory beliefs that leaders are born not made. Some characteristics of an individual makes him leader and these characteristics exist due to parents or grand parents etc. Leadership comes inherently due to trait possessed by an individual. Trait theory fails to tell what character an individual should have or makes him a leader.

② Behavioural Theory :-

This theory argues that leaders are made and not born. Leadership can be trained or practised. An individual's behaviour at different situations or conditions makes him a leader. Leadership can be taught. In this theory some pioneers have contributed in the form of theories they are as follows.

- 1) Ohio state of University :- Initiating structure & consideration
- 2) University of Michigan :- production centred leaders  
Employee Centred leaders.
- 3) Managerial Grid :-

Robert & Blake introduced this managerial grid. This is also called leadership behaviour. In this procedure method they have considered two factors i) people concerned behaviour 2) production oriented behaviours which they had put in the matrix considering 9 style, so  $9 \times 9 = 81$  styles. In these 91 style leadership follows which has 8 shown in the next diagram.



~~cross~~ Production oriented

Out of 81 styles of leadership only extreme cases are considered & shown on the grid.

1) (1,1) Impoverishment Style (weak) :-

In this leader does not give importance to neither product nor people.

2) (1,9) Task oriented : Leader give importance to the task more than followers.

3) (9,1) Country club :- Leaders consider follower problem first, consider their feelings towards work & next to the work.

4) (5,5) Middle Road Approach :- Equal importance to the both people & product (low magnitude).

5) (9,9) Ideal Leadership :- Leader who consider & give very high importance to both factors.

Meaning :- Controlling is defined as the process of measurement of actual performance with set standards and comparing it for the purpose of finding the deviation by taking necessary action to address the deviation.

Steps in planning or Controlling Planning process

- 1) Setting the Standards
- 2) Measuring the actual performance
- 3) Comparing it with Standards
- 4) Analysing the deviations
- 5) Taking necessary actions.

Establishment of Standards :-

Standards are the targets or goals one also wish to achieve it.

Two types of standards are existing namely,

- 1) Quantitative
- 2) Qualitative

Ex: Sales target

Production target

Ex: Customer Satisfaction

Employee " "

## 2) Measuring the actual performance :-

The actual performance can be measured of different departments for the particular period of time in terms of numbers.

## 3) Comparing with Standards :-

While Comparing with Standards deviations can be ~~decreased~~ determined. Deviations are classified as two types  
1) Positive deviation      2) Negative deviations.

## 4) Analyzing the deviations :- ~~already~~

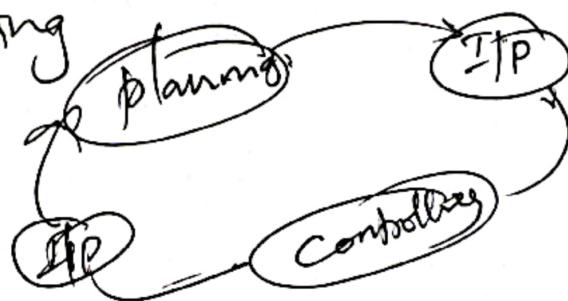
Even though deviations are positive or negative, ~~then~~ if deviation is within acceptable limit then no need to take ~~corrective~~ send report to the top mgt.  
If deviations are major & it has to be reported to top mgt.

## 5) Taking necessary action :- After finding the deviation, the reason behind the issue has to be determined & address those issues

corrective actions have to be taken.

Why Planning & Controlling are called Siamese Twins?

- 1) Planning is forward looking → It is futuristic.  
It gives details like what? When? Where etc.  
Controlling is also forward looking → It modifies  
the future plans to address the deviation.
- 2) Planning is backward looking → It consider  
Past history to plan the future.  
Controlling is also backward looking → To  
find deviation and analyze it, uses  
back data & post mortems it to find  
the deviation.
- 3) Planning gives the input to the  
Controlling and controlling gives the  
input to planning



## Essentials of Sound Control System :-

- 1) Feedback
- 2) Suitability
- 3) Simple
- 4) Economical
- 5) Flexible
- 6) Prompt reporting
- 7) Forward looking
- 8) Effective & operational
- 9) Motivation.

Any four Explanation:-

flexible

1) Feedback:- To implement the control system in any organization, it should consist feedback, which is nothing but giving information regarding with fast work.

2) Suitability:- Control system used in finance is different from the production department. Hence it should match with work environment.

3) Economical:- The benefit obtained from the control system should be more than the cost involved in implementing it.

4) Prompt Reporting:- The delay in control signal which makes system ineffective or failure. Proper time has to be maintained.

## Methods of establishing Control System :- S&D

It is broadly classified into two types namely,

- 1) Traditional Control S/m.
- 2) Modern Control S/m.  
or Advance

Traditional control system is further Subclassified into following types

- 1) Personal observation
- 2) Statistical Reports
- 3) Break Even Analysis
- 4) Budgetary Control.

Advanced Control System is further Subclassified into following types

- 1) ROI → Return on Investment
- 2) Responsibility Accounting
- 3) Management Audit
- 4) Network Analysis.

These all above Controlling techniques are explained briefly as follows.

- ① Personal Observation :- This very old techniques to control the employees or subordinates in the organization.

In this technique manager or management members personally comes to the operations place and observe the work carrying out by employees and any suggestions or improvement will given at that time only.

It is time consuming and employees don't like to be observed by top management.

## ② Statistical Report:-

Every department in the organization prepare report related to their field in the form of chart, tables, figures etc by present it to the management for information.

## ③ Break Even Analysis:- Method ..

Every situation can not be analyzed and discuss hence in organization they have made some critical points based on that overall performance they will understand.

In this particular method management comes to know that when particular activity on job

reaches BEA point that says ~~that~~ there is no profit, no loss in the job till now.

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#### ④ Budgetary Control:-

Budgetary control is one of the oldest method. Every organization allocate the resources to the all departments. ~~but~~ Budget will be Sanctioned on the ~~BB~~ Separate heads, Cisly - production budget, Marketing budget, Raw material budget, research budget etc.

#### ⑤ ROI - Return on Investment :-

It is the ratio of profit to the net investment on the product or project.

#### ⑥ Responsibility accounting :-

In this method heads of all the departments will be held responsible their cost expenditure, resource utilization, loss etc. Every department has made responsible control.

#### ⑦ Management Audit:- This method used to determine the inefficiency of the Systems

which includes management functions like planning, organizing, staffing, directing and controlling.

### Types of management audit :-

1) Internal audit : In this the person from organization itself carry out the work & check all the functions along with financial. Gives the suggestion or advice to improvement.

2) External audit:- Auditor -

The outside parties or individual will carry out the audit. List the shortcomings and issues, suggest to improvement.

### ④ Network Analysis:-

In modern management approach to control the all activities of organization or any project two different techniques will be used they are 1) PERT 2) CPM.

1) PERT :- Programs Evaluation & Review Technique  
This particular technique is used in projects to carry out the work within time.  
This mainly emphasize on Time.

2) CPM :- Critical path Method is a technique which gives the idea to reduce the overall cost of project. Hence it mainly emphasize on Cost. SND